

Marketing Plan for the Continued Promotion of jobs.utah.gov and Business Services to Employer Target Markets

For implementation 1 February through 30 June 2004
Workforce Development & Information Division (WDID)
Department of Workforce Services (DWS)

Updated 18 February 2004

Goal

The primary goal of this marketing plan is ***to seize maximum access to open position recruitments in order to best serve Utah job seekers, while promoting the many business solutions DWS and the state of Utah can offer Utah employers.*** This goal includes several objectives:

- Build greater awareness of the DWS brand
- Build greater awareness of jobs.utah.gov (the state of Utah's online employment and employment-related services portal)
- Build awareness of DWS business services (including labor market intelligence)
- Drive prospects to jobs.utah.gov, business.utah.gov, and DWS business consultants

Target audience

The target audience of this marketing plan is ***senior managers responsible for hiring*** (e.g. owners, presidents, human resource managers, etc.) of Utah companies in growth industries. After extensive labor market analysis, the specific strategic targets chosen by DWS are generally businesses in the following five industry sectors:

- Business Services
- Health Care
- Manufacturing
- Retail
- Transportation/Communication/Public Utilities

DWS will create a database of all the businesses in these industry sectors, complete with company name and address (totaling more than 4000). The Business Services Center in Salt Lake City will augment the data with contact information where it is lacking, creating a mailing list that includes the best names of the senior managers responsible for hiring. Businesses with no identified individuals will be "title-slugged." This means that mailings would be sent to the title: "Attn: President/Owner" for businesses

with 50 or fewer employees and “Attn: Human Resources Manager” for businesses with more than 50 employees. The database will also be seeded with the members of the DWS senior management team, the WDID management team, all Employment Center managers, all unemployment insurance (UI) field auditors, every business consultant in the state, and some State and Regional Council on Workforce Services members so they will see copies of the finished pieces, but also so that DWS can confirm that the pieces were sent properly and arrived on time. Since business consultants know their local business climate best, they have the opportunity to augment and/or change this database as needed.

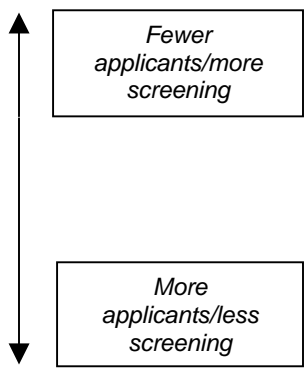
Message

The message to the target market is: ***DWS connects business with solutions.*** This message will be combined with a series of different, yet closely related taglines and matching themes, all consistent with a high-energy superhero theme. The call-to-action, which will not change nor vary, is to log on to jobs.utah.gov or call 1-888-920-WORK (to talk with a business consultant).

Market research

The Department of Workforce Services has conducted market research at two levels. First, DWS has sought ongoing feedback from the State Council on Workforce Services (also the State Workforce Investment Board), the Regional Councils on Workforce Services, its Employer Committees, surveys, and others resources. Second, DWS has participated closely with the nine-state United States Department of Labor National Business Engagement Consortium (NBEC), which was created to find effective ways to market public sector business services to private sector employers. The common findings can be summarized.

- While the soft economy has increased the supply of job seekers, employers still have trouble finding qualified workers. Their challenges fall into two categories:
 - Limited supplies of workers with specific skills and/or experience in certain occupations.
 - A shortage of workers with basic skills and reliability. This second problem is broadly perceived as a cultural decline in education, loyalty, and workplace essential skills.
- Employers rely on a variety of resources to find people. They choose a resource based on cost, past experience, speed, and perceived characteristics of job seekers who use that resource. Managers see resources in terms of the trade-off between quantity and quality of applications. The following hierarchy flows from those resources that offer fewer applications but need less screening (*at the top*), to those that provide more applications but need more screening (*at the bottom*):

- Agencies and recruitment firms
 - Employee referral programs
 - Word-of-mouth and in-person recruiting
 - Company website
 - Industry associations and schools
 - Walk-ins
 - Job fairs
 - *Public employment service (DWS)*
 - Newspapers
 - Internet job sites
- 
- Labor market information is not very familiar to most company owners, presidents, and human resource managers. When it is explained to them, few are interested because they see it as a strategic planning tool that has little relevance in their day-to-day work. The exception is data that help employers determine compensation.
 - Awareness of the DWS brand varies. Most employers have only superficial knowledge of the system, and it often amounts to “help for the unemployed or those that receive public assistance.” Uninformed perceptions are driven by three widespread beliefs:
 - *Government is bureaucratic and inefficient by nature; they don't think like business so I wouldn't expect their people to understand our business.*
 - *Their mission is to help unemployed workers. Our experience complying with unemployment insurance reporting requirements is a regular reminder that government is more interested in process and assistance for the unemployed, than in finding us the right workers.*
 - *They are the welfare office.*

These are powerful perceptions. The exceptions are decision-makers who have had personal contact with business consultants. These experiences cause company presidents and human resource managers to rethink their assumptions, and then they typically turn into advocates of DWS, defending it to the rest of the group with words like “they're really good and will surprise you.”
 - It is often difficult to know, understand, and navigate government services. Therefore, most participants are very interested in a useful state business services portal (business.utah.gov). And, smaller companies appear more interested than larger companies.

Marketing strategies

This marketing plan plots a layered contact approach to impress the target market prospects multiple times during the campaign. It contains three focused and integrated strategies:

- Direct mail
- Print advertisements
- Radio spots

Direct mail

The chief strategy is effective direct mail and will include five monthly mailings to the database of target audience businesses, dropped in order to arrive on the first Monday of each month, February through June 2004. As noted above, all mailings include letters personalized to the named recipient, or, for records with no names, to the title President/Owner or Human Resources Manager, depending on company size. Cover letters and brochures will be branded with the DWS logo. As is customary for mass mailings, about five percent of the first mailing will/should be returned as undeliverable. These records and subsequent returns will be repaired in the database or eliminated. What follows is a description of each mailing:

1. *Executive director's letter (February 2004)*--The first mailing is a one-page letter from Executive Director Raylene Ireland on official stationery. This is a simple, inexpensive mailing that has a high chance of getting opened and read. The text (re)introduces employers to DWS, emphasizing key messages about solutions including hiring assistance. It encourages employers to go to jobs.utah.gov/solutions (a special campaign landing page) or call 1-888-920-WORK.

The strategy for most mailings is to give employers an incentive to provide their contact data so a business consultant can follow up. While the executive director's letter adds distinction to the campaign, it would be inappropriate to include an offer in this letter. Also, DWS intends for all offers other than downloadable information to be delivered in person by the business consultants.

2. *New business services collateral (March 2004)*--The second mailing is the new Business Services collateral brochure and an accompanying cover letter from the DWS WDID deputy director in an oversize envelope with colorful and matching graphics on the outside. The cover letter specifically asks the recipient to respond to a call to: a) have a business consultant pay a personal visit to discuss solutions and b) download any number of pertinent executive summaries on a host of different issues. The directed response is to visit the landing page jobs.utah.gov/solutions to make the request or call 1-888-920-WORK. At the landing page, the employer will enter a unique customer code from the address label. Entry of the code at the site will collect the data from the UWORKS database and send an email to the appropriate business consultant and his/her supervisor. It will also post to a lead-tracking website. Any traditional mail responses will flow to the Business Services Center for fulfillment and tracking at the same website.
3. *Preconceptions/book offer (April 2004)*--The third mailing comes in another oversized envelope with different but related, graphics on the outside. Enclosed is a full-size trifold brochure, a cover letter from the DWS business services

manager, and a reply card. The brochure addresses common preconceptions about DWS, e.g. it exists to serve job seekers, not employers. To generate leads, the mailing offers a free book, Hire With Your Head. Employers can order this book by returning the reply card or going to the website. Either of these actions captures the employer's contact information and triggers the administration system to identify them as a lead. The Business Services Center will mail the employer a "Staffing Solutions Kit" including: the book, a jobs.utah.gov quick start guide, and a Fair Labor Standards Act executive summary (highlighting all the recent changes and in the same format as the downloadable executive summaries described above), and a new one-pager on DWS business services, all (except the book) included inside a standard DWS kit cover.

4. *Testimonials/white paper (May 2004)*--The fourth mailing is a two-color, tri-fold self-mailer featuring testimonials from employers who are enthusiastic users of DWS services. To generate leads, the mailing offers employers a free white paper covering the latest wage norms and other labor market information for their industry in Utah. Employers download the paper by going to the landing page website and entering their contact information. This information is then sent to the appropriate business consultant as a lead. The website also includes additional testimonials from employers.
5. *Five-in-one poster (June 2004)*--The fifth and final mailing comes in a tube, containing a cover letter from the deputy director and an 18" x 24" color poster. The poster displays five federal workplace regulations employers are required to post. This finishes the campaign with an actual example of service, not just an offer. A five-in-one poster is the ideal solution. The posters also offer a chance to display the DWS brand in order to spread awareness to both employers and their employees. The cover letter directs employers to the landing page (to gather response data) and then to business.utah.gov where they can find links to state workplace regulations and other important information relevant to doing business in Utah.

DWS will build a tracking system linked with the landing page website that allows responding employers to enter a unique, pre-printed code from the mailings, from which their contact information from the mailing database can be pulled. The landing page requests the employer to find this "priority code" in the mailing and fill it into the online form. This is particularly important because otherwise an employer must enter his/her company information exactly as it is in the database to guarantee a reliable match.

Print advertisements

A secondary marketing strategy is print advertising, carefully placed in business periodicals and sections of publications that reach the target market. The full-color advertisements (grayscale for newsprint) with the superhero theme, consistent with the direct mail pieces, will run regularly. Publications in which the advertisements may run

will include The Deseret News, The Enterprise, The Salt Lake Tribune, Utah Business, regional newspapers, industry specific journals, etc.

Radio Spots

The third marketing strategy is radio. DWS will produce three different but closely related :60 spots with the superhero theme, consistent with the direct mail pieces and print advertisements that will run regularly, alternating evenly. DWS will run the spots on stations with the core demographic of age 35-54 and skewing male. DWS will obtain both purchased and earned/bonus radio time.

Spanish language outreach

DWS will explore the opportunity and cost of conducting a modified version of this marketing plan to Spanish-speaking employers.

Publicity/earned media

Publicity, including news reports and special events for employers, is important to maximize employers' exposure to the marketing campaign message. Media coverage will also validate the campaign itself.

Testimonials

It is important to tell the message to employers in a way they understand. One very effective way is through the voice of another employer. DWS will ask satisfied employer customers if their names can be used in association with testimonials. Testimonials can be used in a variety of ways, including news releases and editorials. Selected employers can also speak to other employers and/or news media at special events (discussed below).

The following is an example of an effective testimonial:

"Hiring for a new store location is one of the absolute joys or nightmares of a location manager. ... If I could tell any new business manager one thing to absolutely remember, it would to call the Department of Workforce Services and to meet with a business consultant before you run an ad. Skip the 'hit or miss' approach and go to the main resource in a market where the pool is deep. You will get results, and your expectations of what a hiring experience can be may be shattered by the excellence I have experienced through DWS."

--Ian Howard, Human Resources Manager, *Target*, Centerville

News hooks

The marketing campaign itself can attract media coverage. An initial news release announcing the campaign will help set the stage for future events and news releases. Here are some abbreviated examples of news releases that can be used:

“Department of Workforce Services Launches Progressive Business Outreach Campaign”

The Utah Department of Workforce Services has launched an aggressive outreach campaign to inform business about the cost-effective and timesaving recruiting, hiring, and placement services provided through the Department of Workforce Services, Executive Director Raylene Ireland announced today. The five-month campaign is designed to increase awareness and usage of the state’s network of business solution services, which provide employers with free-of-charge information and assistance in locating qualified job applicants.

“Governor Olene Walker Encourages Use of Department of Workforce Services to Help Spur Economy”

In an effort to accelerate Utah’s economic recovery, Governor Olene Walker today encouraged Utah employers to take advantage of the Department of Workforce Services, the state’s comprehensive employment services network. Walker’s message to employers coincides with a cutting-edge outreach campaign to inform businesses about recruiting, hiring, and placement services provided statewide by the Department of Workforce Services.

“New Department of Workforce Services Reports Help Employers Set Competitive Wages”

How much is a job worth? For most workers the answer may be “as much as I can get.” But for employers, determining a reasonable wage is often a challenge. Pay too little and you risk losing employees to competitors; too much and you cut into profits. The Department of Workforce Services, Utah’s comprehensive career services network, recently issued five new wage information reports to help employers set their wages at the right level to be competitive and retain qualified employees.

“Unconventional Employment Resource Turns the Tables to Help Washington and Iron County Area Businesses Meet Federal Requirements”

Businesses throughout the state face multiple government requirements, and it often seems there are more every day. But now one unconventional state agency is turning the tables and helping employers meet federal requirements for employee notification by providing a five-in-one poster solution at no additional cost to the business.

**“Super Heroes and Super Books:
Department of Workforce Services Pulls Out the Stops for Utah Employers”**

“Fighting for Truth, Justice ... and Your Business,” reads the attractive mailer that is arriving in business inboxes across the state. What's going on here? Is it the return of the Man of Steel? Is it X3: The Xecutives? No, it's DWS, the Department of Workforce Services, flying in to deliver a free essential guidebook, Hire with Your Head, to employers everywhere--or at least in a wide swath of Utah.

Business consultants can take the spotlight, too. Profiles of business consultants and the work they do with employers can also be of news value. Key messages to convey are that 1) business consultants are trained to be experts in their local labor market and 2) they are often the first to know when qualified workers are available for hire. Frequently, business publications highlight employees or company executives on their business pages. DWS will pitch a business consultant as a person deserving of recognition, perhaps as a monthly spotlight in a targeted periodical.

Opinion pieces, which run on the editorial page of newspapers, are an effective way to communicate in some detail about a specific issue. With much focus on unemployment and the economy, an editorial about an innovative new approach to business services will often be welcomed.

Special events

Events are a way to reach business people more directly. They also can be the focus of media attention and opportunities should be developed to communicate with reporters about upcoming events. Examples include: employer workshops and seminars, open houses, networking events in partnership with local chambers of commerce, etc.

Speaking opportunities

A variety of organizations, such as chambers of commerce and Rotary clubs, offer excellent platforms for presentations about DWS and business services solutions. In addition, opportunities to get the message out may present themselves in the form of already planned events or other events that just come up. These opportunities should be put to the best possible use.

Editorial boards

Editorial boards, or pre-arranged meetings with editors and reporters, are frequently used to communicate about a hot issue. DWS will carefully consider this tool, recognizing that newspapers will probably only arrange them once on a specific topic and only then if there is something important to communicate or if they are given by someone with some “star power.” In addition, each newspaper should be considered based on its past editorial policy. Some newspapers are more open to the notion of

government reinventing itself than others. DWS will consider meeting with principal editorial boards at the end of the marketing campaign to inform the press of results.

Internal communication

The success of the campaign rests squarely with the local business consultants and their ability to positively connect employers with solutions. On-going communication with business consultants is critical to ensure they understand the marketing campaign, their role, and performance expectations.

Campaign website

To facilitate communication, DWS will develop a campaign intranet website. This virtual media kit will provide project online access to a variety of information, including:

- This marketing plan
- Samples of all campaign materials (direct mail pieces, print advertisements, and radio spots)
- Feedback and response data

Email, newsletter, and videoconference

DWS will develop an internal email list in order to send regular updates to business consultants, their supervisors, and their managers. An initial email describing the campaign and giving the link to the intranet website will be sent by the deputy director. Then, an email will closely precede each direct mail drop to encourage business consultants, share goals and objectives, and provide a link to artwork for each mailing. Additional emails will be sent out as warranted. All of these emails will also be forwarded to State Council on Workforce Services members on the Business Services and Marketing Committee, Regional Council on Workforce Services members, and Employer Committee members.

DWS will include an article in the DWS Update, its monthly, online newsletter, to inform all employees about the campaign. It may also run subsequent articles during the campaign, as necessary.

DWS will also hold a campaign videoconference with business consultants, their supervisors, and their managers, to launch meeting to discuss the campaign and generate excitement. That meeting is scheduled for 20 January 2004.

Marketing success measurement

There are many ways to gather feedback on an outreach campaign, most of which are qualitative. Anecdotal methods can be colored by the inherent biases of local stakeholders, and the results may not reflect true campaign outcomes.

Therefore, DWS will need to develop a quantitative survey system that will more accurately represent the attitudes and behavior of targeted employers. Following are

suggested objectives and methodology that will be used as the basis for the measurement system:

- Establish the awareness, attitudes, and usage of business services before the onset of the campaign.
- Determine to what extent the campaign affects attitudes, awareness, and usage.
- Provide a context for the campaign's effect, by measuring other relevant background factors (such as hiring activity).

Marketing calendar/master task matrix

Task/subtask	Deadline	Responsible party	Note(s)	Completed?
Apply to NBEC for grant to offset some marketing expenses	TBD	Darin Brush	NBEC has already agreed to provide the web administration system, including landing pages at no cost	Yes (NBEC absorbed costs for web serves and the radio spots)
Discuss with Senior Management Team	12 January 2004	Darin Brush		Yes
Build Intranet virtual campaign kit	20 January 2004	Stephen Maas	Materials to be added ongoing	Yes
Develop campaign success measurement system				
-Conduct pre-campaign measurement	1 February 2004	Bruce Heath		Yes
-Conduct post-campaign measurement	15 July 2004	Bruce Heath	To measure awareness and responses	
-Compile and report findings	31 July 2004	Bruce Heath		
Develop initial mailing database			Employing industries provided by Workforce Information, augmented by regions via the BSCC	
-Enrich with contact names	12 January 2004	Kim Auberger		Yes
-Title slug unknowns by size of employer	12 January 2004	Kim Auberger		Yes
-Seed with key department employees and council members	12 January 2004	Kim Auberger		Yes
Coordinate with all UI mailings during campaign	30 June 2004	Curt Stewart	Including <i>Employer Advisor</i>	Yes
Coordinate messaging with all <i>Employer Update</i> newsletters during campaign	30 June 2004	Kim Auberger & Curt Stewart		Yes
Conduct special events to promote campaign	30 June 2004	Kim Auberger & all business consultants	Coordinated through BSCC	
Conduct speaking opportunities	30 June 2004	Kim Auberger, all business consultants and Employer & Regional Council members	Coordinated through BSCC	

Visit editorial boards (optional)	30 June 2004	Raylene Ireland, Darin Brush & Curt Stewart	Curt to coordinate	
Print advertising				
-Develop advertisements	31 January 2004	Darin Brush & Winston Inoway		Yes
-Contract advertising	29 February 2004	Darin Brush	To run through campaign (i.e. 31 June 2004)	Yes
Radio advertising				
-Produce three :60 spots	31 January 2004	Darin Brush		
-Contract advertising	31 January 2004	Darin Brush	To include the top three stations matching the target demographic and with some degree of statewide reach	
Produce first direct mail piece				
-Approved for release	9 January 2004	Darin Brush/Curt Stewart	Raylene letter is alternative to Governor Walker letter	Yes
-Order/print enough of best letterhead and envelopes	12 January 2004	Melissa Brown		Yes
-Print merge letters and labels	12 January 2004	State Mail		Yes
-Deliver database, letters & envelopes to State Mail	19 January 2004	Melissa Brown	Is this enough time?	Yes
-Mail dropped	TBD	State Mail	To arrive in offices 1 February 2004	Yes (arrived early)
Email all interested parties about the launch of the campaign	1 February 2004	Kim Auberger	Forwarded to State & Regional Council members by Monteen Gordon and to Employer Committees by Kim Auberger	Yes
Publish article in <i>DWS Update</i> describing the campaign for all DWS employees	1 February 2004	Curt Stewart	Publish subsequent articles as necessary	Yes
Conduct phase one statewide publicity/earned media campaign	29 February 2004	Curt Stewart	Including campaign launch press release(s)	Yes
Conduct business consultant training	20 January 2004	Stephen Maas	Videoconference town meeting to include supervisors and managers as well as UI field auditors	Yes
Implement a web-based response, lead, and tracking administration system				Yes
-If possible, obtain ready-made	9 January 2004	Darin Brush	Option had been identified and is	Yes

software solution			being evaluated	
-If ready-made solution is obtained, integrate into DWS systems	31 January 2004	Stephen Maas		Yes
-If no ready-made solution is obtained, develop a response, lead, and tracking administration system	31 January 2004`	Stephen Maas		N/A
-Create and launch landing page, jobs.utah.gov/solutions	31 January 2004	Stephen Maas		Yes
Respond to requests	30 June 2004	Kim Auburger & all business consultants	To occur throughout the campaign	Ongoing
Conduct individualized B2B visits	30 June 2004	Regional Council members & Monteen Gordon		Ongoing
Revise and repair mailing database	16 February 2004	Kim Auburger		Yes
Email landing page changes to Imagio	19 March 2004	Steve Maas		
Produce second direct mail piece				
-Prepare cover letter	6 February 2004	Darin Brush		Yes
-Design custom envelope	6 February 2004	Winston Inoway & Melissa Brown		Yes
-Produce business services collateral sufficient for campaign	13 February 2004	Kim Auburger & Winston Inoway	May make minor revisions, examine paper stock	Yes
-Print merge letters and labels	16 February 2004	State Mail		
-Deliver database, letters & envelopes to State Mail	20 February 2004	Melissa Brown	Is this enough time?	
-Mail dropped	TBD	State Mail	To arrive in offices 1 March 2004	
Email all interested parties about the next phase of the campaign	1 March 2004	Kim Auburger	Forwarded to State & Regional Council members by Monteen Gordon and to Employer Committees by Kim Auburger	
Develop offers in downloadable format	29 February 2004	Kim Auburger	Offers are business services executive summaries	
Revise landing page for second mailing and offer	29 February 2004	Stephen Maas		
Conduct phase two statewide publicity/earned media campaign	31 March 2004	Curt Stewart	Including press release(s)	
Revise and repair mailing database	15 March 2004	Kim Auburger		
Produce third direct mail piece				
-Prepare cover letter	5 March 2004	Darin Brush & Kim		

		Auberger		
-Design custom envelope	5 March 2004	Winston Inoway & Melissa Brown		
-Design brochure and reply card	12 March 2004	Winston Inoway	Note in material that orders will be filled "while supplies last."	
-Print merge letters and labels	15 March 2004	State Mail		
-Deliver database, letters, brochures & envelopes to State Mail	19 March 2004	Melissa Brown	Is this enough time?	
-Mail dropped	TBD	State Mail	To arrive in offices 5 April 2004	
Email all interested parties about the next phase of the campaign	5 April 2004	Kim Auberger	Forwarded to State & Regional Council members by Monteen Gordon and to Employer Committees by Kim Auberger	
Respond to requests				
-Design "Staffing Solutions Kit"	5 April 2004	Winston Inoway		
-Create a fulfillment system to respond just-in-time	5 April 2004	Kim Auberger	Responses generate leads for business consultants	
Revise landing page for third mailing and offer	31 March 2004	Stephen Maas		
Conduct phase three statewide publicity/earned media campaign	30 April 2004	Curt Stewart	Including press release(s)	
Revise and repair mailing database	12 April 2004	Kim Auberger	In-person fulfillment where possible	
Produce fourth direct mail piece				
-Design mailer	2 April 2004	Darin Brush & Winston Inoway	Testimonials from Kim Auberger	
-Print merge labels	12 April 2004	Kim Auberger & Melissa Brown	If necessary	
-Deliver database & mailers to State Mail	16 April 2004	Melissa Brown	Is this enough time?	
-Mail dropped	TBD	State Mail	To arrive in offices 5 May 2004	
Email all interested parties about the next phase of the campaign	5 May 2004	Kim Auberger	Forwarded to State & Regional Council members by Monteen Gordon and to Employer Committees by Kim Auberger	
Develop the labor market information white papers for each industry	30 April 2004	Ron Ahlstrom & Winston Inoway	Formatted by Winston Inoway	
Revise landing page for fourth mailing and offer	30 April 2004	Stephen Maas		

Conduct phase four statewide publicity/earned media campaign	31 May 2004	Curt Stewart	Including press release(s)	
Revise and repair mailing database	10 May 2004	Kim Auberger		
Produce fifth direct mail piece				
-Prepare cover letter	7 May 2004	Darin Brush		
-Order sufficient mailing tubes	7 May 2004	Melissa Brown		
-Design five-in-one poster	10 May 2004	Winston Inoway	Include DWS logo and reference to business.utah.gov for more information	
-Print merge letters and labels	10 May 2004	State Mail		
-Deliver database, letters, posters & tubes to State Mail	14 May 2004	Melissa Brown		
-Mail dropped	TBD	State Mail	To arrive in offices 7 June 2004	
Email all interested parties about the last phase of the campaign	7 June 2004	Kim Auberger	Forwarded to State & Regional Council members by Monteen Gordon and to Employer Committees by Kim Auberger	
Conduct phase five statewide publicity/earned media campaign	30 June 2004	Curt Stewart	Including press release(s)	